

Working With Others Who Have **ACHIEVER**

- Establish a relationship with this person by working alongside him. Working hard together is often a bonding experience for him. He's annoyed by "slackers."
- Recognize that this person likes to be busy. Sitting in meetings is likely to be very boring for him. So only invite him to meetings where you really need him and he can be fully engaged. If he doesn't need to be at the meeting, let him get his work done instead.
- This person may well need less sleep and get up earlier than others. Look to him when these conditions are required on the job. Also, ask him questions such as "How late did you have to work to get this done?" or "When did you come in this morning?" He will appreciate this kind of attention.

Working With Others Who Have **ACTIVATOR**

- Tell this person that you know she is someone who can make things happen and that you may be asking her for help at key times. Your expectations will energize her.
- When this person complains, listen carefully—you may learn something. Then get her on your side by talking about new initiatives that she can lead or new improvements that she can make. Do this immediately, because unchecked, she can quickly stir up negativity when she gets off track.
- Ask this person what new goals or improvements your team needs to achieve. Then help her to see what steps she can take to start making progress toward these goals.

Working With Others Who Have **ADAPTABILITY**

- This person's instinctively flexible nature makes him a valuable addition to almost any team. When plans go awry, he will adjust to the new circumstances and try to make progress. He will not sit on the sidelines and sulk.
- With this person's willingness to "go with the flow," he can provide a wonderful environment in which others can experiment and learn.
- This person will be most productive on short-term assignments that require immediate action. He prefers a life filled with many quick skirmishes rather than long, drawn-out campaigns.

Working With Others Who Have **ANALYTICAL**

- Whenever this person is involved with an important decision, take time to think through the issues with her. She will want to know all the key factors involved.
- When you are defending a decision or a principle, show this person the supporting numbers. She instinctively gives more credibility to information that displays numbers. Because accuracy is so important to this person, getting a task done correctly may be more important to her than meeting a deadline.
- Therefore, as the deadline draws near, keep checking in with her to make sure that she has the necessary time to do the job right.

Working With Others Who Have **ARRANGER**

- This person is excited by complex, multifaceted assignments. He will thrive in situations in which he has many things going on at the same time.
- When you are launching a project, ask this person for help in positioning the members of the project team. He is good at figuring out how each person's strengths might add greatest value to the team.
- This person can be resourceful. Feel confident that if something is not working, he will enjoy figuring out other ways of doing things.

Working With Others Who Have **BELIEF**

- This person is likely to be very passionate about the things closest to her heart. Discover that passion, and help her connect it to the work she has to do.
- Learn about this person's family and community. She will have made rock-solid commitments to them. Understand, appreciate, and honor these commitments, and she will respect you for it.
- You do not have to share this person's belief system, but you do have to understand it, respect it, and apply it. Otherwise, major conflicts will eventually erupt.

Working With Others Who Have **COMMAND**

- Always ask this person for evaluations of what's happening in your organization. He is likely to give you a straight answer. In the same vein, look to him to raise ideas that are different from your own. He isn't likely to be a head-nodder.
- When you need to jar a project loose and get things moving again, or when people need to be persuaded, look to this person to take charge.
- Never threaten this person unless you are 100% ready to follow through.

Working With Others Who Have **COMMUNICATION**

- This person finds it easy to carry on a conversation. Ask her to come to social gatherings, dinners, or any events where you want to entertain prospects or customers.
- Take the time to hear about this person's life and experiences. She will enjoy telling you, and you will enjoy listening. And your relationship will be closer because of it.
- Discuss plans for your organization's social events with this person. She is likely to have good ideas both for entertainment and for what should be communicated at the event.

Working With Others Who Have **COMPETITION**

- Use competitive language with this person. It is a win-lose world for him, so from his perspective, achieving a goal is winning, and missing a goal is losing.
- Help this person find places where he can win. If he loses repeatedly, he may stop playing. Remember, in the contests that matter to him, he doesn't compete for the fun of it. He competes to win.
- When this person loses, he may need to mourn for a while. Let him. Then help him quickly move into another opportunity to win.

Working With Others Who Have **CONNECTEDNESS**

- This person will likely have social issues that she will defend strongly. Listen closely to know what inspires this passion in her. Your acceptance of these issues will influence the depth of the relationship you can build with her.
- Encourage this person to build bridges to the different groups in your organization. She naturally thinks about how things are connected, so she should excel at showing different people how each relies on the others.
- If you also have dominant Connectedness talents, share articles, writings, and experiences with this person. You can reinforce each other's focus.

Working With Others Who Have **CONSISTENCY**

- Be supportive of this person during times of great change because she is most comfortable with predictable patterns that she knows work well.
- This person has a practical bent and thus will tend to prefer getting tasks accomplished and decisions made rather than doing more abstract work such as brainstorming or long-range planning.
- When it comes time to recognize others after the completion of a project, ask this person to pinpoint everyone's contributions. She will make sure that each person receives the accolades he or she truly deserves.

Working With Others Who Have **CONTEXT**

- During meetings, always turn to this person to review what's been done and what's been learned. Instinctively, he will want others to be aware of the context of decision making.
- This person thinks in terms of case studies: "When did we face a similar situation? What did we do? What happened? What did we learn?" You can expect him to use this talent to help others learn, especially when the need for anecdotes and illustrations is important.
- When you introduce this person to new colleagues, ask them to talk about their backgrounds before you get down to business.

Working With Others Who Have **DELIBERATIVE**

- Ask this person to join teams or groups that tend to be impulsive. She will have a temporizing effect, adding much-needed thoughtfulness and anticipation to the mix.
- This person is likely to be a rigorous thinker. Before you make a decision, ask her to help you identify the land mines that may derail your plans.
- Respect the fact that this person may be private. Unless invited, do not push to become too familiar with her too quickly. And by the same token, don't take it personally if she keeps you at arm's length.

Working With Others Who Have **DEVELOPER**

- Reinforce this person's self-concept as someone who encourages people to stretch and to excel. For example, tell him, "They would never have broken the record by themselves. Your encouragement and confidence gave them the spark they needed."
- Look to this person when it is time to recognize your coworkers. He will enjoy selecting the achievements that deserve praise, and his colleagues on the receiving end will know that the praise is genuine.
- Ask this person to help you grow in your job. He is likely to pick up small increments of progress that others miss.

Working With Others Who Have **DISCIPLINE**

- When working on a project with this person, make sure to give her advance notice of deadlines. She feels a need to get work done ahead of schedule, and she can't do this if you don't tell her the timelines.
- Try not to surprise this person with sudden changes in plans and priorities. The unexpected is distressing to her. It can ruin her day.
- Disorganization will annoy this person. Don't expect her to last long in a physically cluttered environment.

Working With Others Who Have **EMPATHY**

- Ask this person to help you understand how certain people in your organization are feeling. He is sensitive to the emotions of others.
- Before securing this person's commitment to a particular course of action, ask him how he feels and how other people feel about the issues involved. For him, emotions are as real as other more practical factors and must be weighed when making decisions.
- When employees or customers have difficulty understanding why an action is necessary, ask this person for help. He may be able to sense what they are missing.

Working With Others Who Have **FOCUS**

- When there are projects with critical deadlines, try to involve this person. He instinctively honors timelines and commitments. As soon as he owns a project with a deadline, he'll concentrate all his energies on it until it's completed.
- Be aware that unstructured meetings will bother this person. So when he is present at a meeting, try to follow the agenda.
- Don't expect this person to always be sensitive to the feelings of others because getting his work done often takes priority over people's sensitivities.

Working With Others Who Have **FUTURISTIC**

- Keep in mind that this person lives for the future. Ask her to share her vision with you—her vision about her career, about your organization, and about the marketplace or field in general.
- Stimulate this person by talking with her often about what could be. Ask lots of questions. Push her to make the future she sees as vivid as possible.
- Send this person any data or articles you spot that would be of interest to her. She needs grist for her futuristic mill.

Working With Others Who Have **HARMONY**

- Steer this person as far as possible away from conflict. Try not to invite him to meetings where there will almost certainly be arguments, because he is not at his best when confronting others.
- Don't waste your time discussing controversial subjects with this person. He will not enjoy debate for its own sake. Instead, keep your discussions focused on practical matters about which clear action can be taken.
- When others are locked in disagreement, this person can help unlock them. He will not necessarily resolve the subject under debate, but he will help people find other areas where they agree. This common ground can be the starting point for working productively together.

Working With Others Who Have **IDEATION**

- This person enjoys the power of words. Whenever you come across a word combination that perfectly captures a concept, idea, or pattern, share it with her. It will stimulate her thinking.
- This person will be particularly effective as a designer, whether of sales strategies, marketing campaigns, customer service solutions, or new products. Whenever possible, try to make the most of her ability to create.
- Try to feed this person new ideas; she thrives on them. She will not only be more excited about her work, but she will also use these new concepts to generate new insights and discoveries of her own.

Working With Others Who Have **INCLUDER**

- When you have group functions, ask this person to help ensure that everyone is included. He will work hard to see that no individual or group is overlooked.
- Ask this person to help you think about potential customers, markets, or opportunities you are not reaching today.
- If you are not a “natural” in social settings, stay close to an Includer. He will make sure you are a part of the conversation.

Working With Others Who Have **INDIVIDUALIZATION**

- When you are having difficulty understanding someone else’s perspective, turn to this person for insight. She can show you the world through their eyes.
- If you want to learn more about your unique talents and how you stand out in a crowd, ask this person for her insights.
- Have a discussion with this person when you are having problems with a coworker. Her intuitions about the appropriate action for each individual will be sound.

Working With Others Who Have **INPUT**

- Keep this person posted on the latest news. He needs to be in the know. Pass along books, articles, and papers you think he would like to read.
- See if you can find a few common interests, and then share facts and stories on these topics. This is often how great relationships begin.
- When you are in meetings, make a point of asking this person for information. Look for opportunities to leverage his abundant knowledge.

Working With Others Who Have **INTELLECTION**

- Don’t hesitate to challenge this person’s thinking; she probably won’t be threatened by this. On the contrary, she should take it as a sign that you’re paying attention to her.
- When you’re faced with books, articles, or proposals that need to be evaluated, ask this person to read them and let you know what she thinks. She loves to read.
- Capitalize on the fact that thinking energizes this person. For example, when you need to explain why something has to be done, ask her to think it through and to help you uncover a detailed explanation.

Working With Others Who Have **LEARNER**

- Regardless of this person’s role, he will be eager to learn new facts, skills, or knowledge. Help him find new ways to learn and get motivated.
- Help this person track his learning progress by identifying milestones or levels that he has reached. Celebrate these achievements.
- Encourage this person to become the “master of trade” or “resident expert” in a specific area. This will feed his need for extreme competency.

Working With Others Who Have **MAXIMIZER**

- This person is interested in taking something that works and figuring out ways to make the most of it. She may not be particularly interested in fixing things that are broken. If possible, avoid asking this person to do things that demand continual problem solving. Instead, ask her for help when you need to uncover best practices.
- If you do not have someone around you who regularly focuses on your strengths, spend more time with a Maximizer. She is naturally inquisitive about excellence and will help you hone in on what you do best.
- This person will expect you to understand her strengths and to value her for them. She will become frustrated if you spend too much time focusing on her weaknesses.

Working With Others Who Have **POSITIVITY**

- This person brings drama and energy to the workplace. He will make your organization more positive and dynamic.
- The Positivity theme doesn't imply that this person is always in a good mood. But it does imply that through his humor and attitude, he can make people more excited about their work. Remind him of this strength, and encourage him to use it.
- Cynics will quickly sap this person's energy. Don't expect him to enjoy cheering up negative people. He will do better when asked to energize basically positive people who are simply in need of a spark.

Working With Others Who Have **RELATOR**

- This person enjoys developing genuine bonds with her colleagues. These relationships take time to build, so you must invest in them on a regular basis.
- Tell this person directly that you care about her. More than likely, this language will not sound inappropriate and will be welcomed by her. She organizes her life around her close relationships, so she will want to know where she stands with you.
- Trust this person with confidential information. She is loyal, places a high value on trust, and will not betray yours.

Working With Others Who Have **RESPONSIBILITY**

- This person defines himself by his ability to live up to his commitments. It will be intensely frustrating for him to work with people who don't.
- This person dislikes sacrificing quality for speed, so be careful not to rush him. In discussing his work, talk about its quality first.
- Help this person avoid taking on too much, particularly if he is lacking in Discipline talents. Help him see that one more burden may result in his dropping the ball—a notion he will loathe.

Working With Others Who Have **RESTORATIVE**

- Ask this person for her observations when you want to identify a problem within your organization. Her insights will be particularly acute.
- When a situation in your organization needs immediate improvement, turn to this person for help. She will not panic. Instead, she will respond in a focused, professional way.
- Offer your support when this person meets a particularly thorny problem. Because she defines herself by her ability to cope, she may well feel personally defeated if a problem remains unresolved. Help her through it.

Working With Others Who Have **SELF-ASSURANCE**

- If you are working on a team with this person, give him leeway in making decisions. He will neither want nor require hand-holding.
- Help this person understand that his decisions and actions do produce outcomes. He is most effective when he believes he is in control of his world. Highlight practices that work.
- Although this person's self-confidence can often prove useful, if he over claims or makes some major misjudgments, be sure to point these out immediately. He needs clear feedback to inform his instincts.

Working With Others Who Have **SIGNIFICANCE**

- Be aware of this person's need for independence. If you do need to challenge her, understand that a confrontation may ensue.
- Acknowledge that this person thrives on meaningful recognition for her contributions. Give her room to maneuver, but never ignore her.
- Give this person the opportunity to stand out, to be known. She enjoys the pressure of being the focal point of attention.

Working With Others Who Have **STRATEGIC**

- Involve this person in planning sessions. Ask him, "If this happened, what should we expect? If that happened, what should we expect?"
- Always give this person ample time to think through a situation before asking for his input. He isn't likely to voice his opinion until he has played out a couple of scenarios in his mind.
- When you hear or read of strategies that worked in your field, share them with this person. It will stimulate his thinking.

Working With Others Who Have **WOO**

- Help this person meet new people every day. She can put strangers at ease and help them feel comfortable with your organization.
- If you need to extend your own network, reach out to someone with strong Woo talents. She will help you broaden your own connections and get what you want.
- Understand that this person values having a wide network of friends. If she is quick to meet and greet and then move on, do not take it personally.